

DOCUMENT RESUME

ED 051 770

HE 002 274

AUTHOR Seaton, Craig E.  
TITLE Deans of Students and their Programs at Selected Christian Liberal Arts Colleges.  
INSTITUTION Biola Coll., La Mirada, Calif.  
PUB DATE Dec 69  
NOTE 34p.  
EDRS PRICE EDRS Price MF-\$0.65 HC-\$3.29  
DESCRIPTORS \*Administrator Background, \*Church Related Colleges, \*College Deans, Experience, Qualifications, \*Student Personnel Services, \*Surveys

ABSTRACT

Questionnaires were sent to deans of students at 31 selected Christian colleges with enrollments of 600 and over. Information was solicited on: (1) salary scale and additional benefits; (2) educational background; (3) experience in teaching, counseling and administration, and years in present position; (4) age, sex, and marital status; (5) publications; (6) membership in professional organizations; (7) journals regularly read; (8) journal subscriptions; (9) person directly responsible to; (10) duration of contract; (11) persons responsible to the Dean of Students; (12) prior experience in a subordinate position; (13) availability of in-service training programs for student personnel staff; (14) availability of training manual for staff members; (15) required submission of reports from staff members; (16) need for annual report to superior; (17) the presence of a centralized student record service; and (18) the location of student personnel services. The findings indicated that some 43 percent held doctorates and that about 60 percent had received training in education at the advanced degree level. Ninety-two percent belonged to professional organizations. The results of this study are compared with national norms. The deans were also asked to name the 10 leading Christian colleges in the nation and, with the exception of one, all who answered included their own institution in the list. (AF)

ED051770

DEANS OF STUDENTS AND THEIR PROGRAMS  
AT SELECTED CHRISTIAN LIBERAL ARTS COLLEGES

Craig E. Seaton

December 1969

1969-2274

U.S. DEPARTMENT OF HEALTH,  
EDUCATION & WELFARE  
OFFICE OF EDUCATION  
THIS DOCUMENT HAS BEEN PRO-  
DUCED EXACTLY AS RECEIVED FROM  
THE PERSON OR ORGANIZATION ORIG-  
INATING IT. POINTS OF VIEW OR OPIN-  
IONS STATED DO NOT NECESSARILY  
REPRESENT OFFICIAL POSITION OR POLICY.

The purpose of this study was to gather descriptive information about the chief student services officer at selected Christian liberal arts colleges, and from this data develop a prototype Dean of Students. A secondary concern was that of drawing comparisons between this prototype and that of the typical Dean of Students at colleges where there is no institutional commitment to Christianity.

This investigation gathered demographic data regarding training and experience of the chief student services officer, his authority, specific rules of his institution, and his opinion of other Christian liberal arts colleges.

Thirty-one colleges were selected for the study on the basis of their size, location, and commitment to historic Christianity.

The size of the respective student bodies ranged from 600-3500. The sample was drawn from The Guide to Christian Colleges (1968-69), published by Campus Life. An attempt was made by the researcher to draw institutions for the sample in proportion to the total number of Christian colleges located in each region of the country. Accordingly, six were chosen from the East, two from the South, two from the Southwest, twelve from the Midwest, and nine from the West. However, this study did not draw a truly representative sample in terms of the concentration of institutions in a given area. For example, twenty-one colleges were listed for the South, but most are under 500 in enrollment, and many are denominational in nature and not regionally accredited. The researcher arbitrarily selected institutions that have enrollments of at least 600, which serve many denominations, even if the institution is under the control of a specific religious body, which identifies itself with the doctrines of historic Christianity, which is accredited

by a regional accrediting association<sup>1</sup>, and which is known by reputation to the researcher. The following institutions were selected for the study.

TABLE 1

<u>INSTITUTION</u>	<u>Participated</u>	<u>Region</u>	<u>Enrollment</u>	<u>Denomination</u>
1. Anderson Col.	X	MW	1800	Assem. of God
2. Azusa Pacific Col.	X	W	1000	Interdenom.
3. Barrington Col.	X	E	625	Interdenom.
4. Bethany Nazarene Col.	X	SW	1600	Nazarene
5. Bethel Col. (St. Paul)	X	MW	1000	Baptist
6. Biola Col.	X	W	1450	Interdenom.
7. John Brown Univ.	X	S	800	Interdenom.
8. Calif. Bapt. Col.	NO	W	----	So. Bapt.
9. Calif. Luth. Col.	X	W	1000	Lutheran
10. Calvin Col.	X	MW	3500	Chr. Reformed
11. Cedarville Col.	X	MW	900	Baptist
12. Earlham Col.	NO	MW	----	Soc. of Friends
13. Geneva Col.	NO	E	----	Ref. Presby.
14. Gordon Col.	X	E	800	Interdenom.
15. Grace Col.	X	MW	600	Nat'l Fellowship Brethren
16. Greenville Col.	X	MW	750	Free Methodist
17. Houghton Col.	NO	E	----	Wesleyan Methodist
18. Bob Jones Univ.	NO	S	----	Interdenom.
19. The Kings Col.	X	E	785	Interdenom.
20. Malone Col.	X	MW	1000	Society of Friends
21. North Park Col.	NO	MW	----	Evang. Covenant
22. Pacific Luth. Univ.	NO	W	----	Lutheran
23. Pasadena Col.	X	W	1250	Nazarene
24. Oral Roberts Univ.	X	SW	880	Interdenom.
25. Roberts Wesleyan Col.	X	E	750	Free Methodist
26. Seattle Pacific Col.	X	W	1900	Free Methodist
27. Taylor Univ.	X	MW	1400	Interdenom.
28. Trinity Col. (Deerfld.)	X	MW	700	Interdenom.
29. Westmont Col.	X	W	800	Interdenom.
30. Wheaton Col.	X	MW	1800	Interdenom.
31. Whitworth Col.	X	W	1100	United Presby.
Mean number students	1100	Median number students	1000	

Total Institutions participating -- 24

Total Institutions in the sample -- 31

Percentage Participation -- 77%

1

Exceptions: Cedarville & Grace Colleges, Oral Roberts & Bob Jones Universities.

All but four of the participating 24 institutions classified their respective chief student services officer as, "Dean of Students", (Table 2). Nationally, only about 50% of the institutions in higher education report the title "Dean of Students" or "Dean of Student Affairs (or Services)".<sup>2</sup> In this study, these titles were almost universal with 23 of the 24 institutions employing one of the two titles.

The ratio of men to women was 23:1 in this study as compared to the national average of 4:1.<sup>3</sup> It appears that deans of students in Christian colleges tend to be younger than their counterparts in institutions of higher education in general (Table 3). The median age for the Dean of Students at Christian colleges is 40, as compared to a median of 44 for all institutions (including Universities, liberal arts colleges, teachers' colleges and junior colleges). The median for secular liberal arts colleges is also 44.<sup>4</sup>

The Dean of Students at the Christian college compares favorably with the national sample, when degrees are used as a criterion. Some 43% hold the doctorate as compared to 37% for all private institutions, and 40% for all institutions. Public institutions have a larger number of individuals trained at the doctoral level with 62% holding the degree (Table 4). Many academic disciplines are represented by the degrees held, both in the national sample of all institutions, and in the sample of Christian colleges. A majority of the national sample have received preparation in the field of education on either the master's or doctoral level.<sup>5</sup> About 60% of the study group have received training in education at the advanced degree level (Table 2).

---

<sup>2</sup>

Student Services Administration in Higher Education, U.S. Dept. of Health, Education, & Welfare. OE-53026, 1963, #16, A. R. Ayers, P. A. Tripp, and J. H. Russel.

<sup>3</sup>Ibid.    <sup>4</sup>Ibid.    <sup>5</sup>Ibid.

TABLE 2

Inst.<sup>6</sup>

## DEMOGRAPHIC DATA/CHIEF STUDENT SERVICES OFFICER

<u>Inst.</u>	<u>Title: Dean of Students or, as indicated</u>	<u>Degrees-Major-Date</u>	<u>Age</u>	<u>Sex</u>	<u>Married</u>
1		BA-Bus '55, BD-Rel '58, MA-Couns '63	36	M	Yes
2		BA-Mus '59, MA-Couns '59	31	M	Yes
3		BA-Math Educ '63, MS-Student Pers '64 (a)	28	M	Yes
4		BA-Soc Sci '38, MA-Hist '42, PhD-Socio '54	54	M	Yes
5		BA-Phil/Psych '36, BD-Theo '39 (b)	53	M	Yes
6		BA-Psych '61, MS-Socio '65 (c)	30	M	Yes
7	Dean of Student Affairs	BS-Elec Eng '41, ThB-Bib Stud. '47, MRE-Educ Psych '48	50	M	Yes
8	-----	-----	--	--	---
9		BA-Hist '42, BTh '45, ThM '59 in Theo., EdD-Couns '69	48	M	Yes
10		PhD-Hist '64	38	M	Yes
11		BA-Eng '52, BD '57 & ThM in Theo '61	39	M	Yes
12	-----	-----	--	--	---
13	-----	-----	--	--	---
14		BA-Chem '62 MA-Guidance '64, PhD -Admin, High. Ed. -67	29	M	Yes
15		BA-Eng/Psych '37, MDiv '40 & ThM '49 in Theo	55	M	Yes
16	Dean of Student Affairs	BA-Rel/Soc '51, MEd-Guid '59	47	F	No
17	-----	-----	--	--	---
18	-----	-----	--	--	---
19	-----	-----	--	--	---
20		BS-Soc Sci '40, MA-Stud. Pers '54, BD-Theo '53 EdD-Stud. Pers '60	53	M	Yes
21	-----	-----	--	--	---
22	Position unfilled at date of this study				
23		BA-Phil/Eng/Rel '41, MA-Rel '43, MA-Sph '55, PhD-Sph/Couns '57	49	M	Yes
24		BS-Educ '58, MS-Educ '64, EdD-Educ '67	34	M	Yes
25		BA-Eng '59, MEd-Stud. Pers '68	32	M	Yes
26		BA-Rel Educ '41, MEd-Educ '51, BD-Theo '47, EdD-Couns '59	56	M	Yes
27	Vice Pres. for Student Affairs	Dip.-Grk/Bib '58, BA-Eng/Phy Educ '61, MA-Eng/Phil '64	31	M	Yes
28		BA-Psych '62, MA-Couns '63	27	M	Yes
29		BA-Phil/Bib '55, MA-Educ '60	40	M	Yes
30		BA-Psych '51, MA-Educ Psych '59, EdD-Educ Psych, Socio '65	44	M	Yes
31		BA-Zoo '49, MA-Guid '50, EdD-Educ Psych '57	45	M	Yes

<sup>6</sup> No relationship between numbers and colleges listed on Table 1.

(a) All but dissertation for doctorate (b) Sch. Adm. doctorate '70 (c) Masters degree - Educ. Psych '70

**TABLE 3**  
**COMPARISONS, STUDY GROUP/NATIONAL SAMPLE**  
**DEAN OF STUDENTS**

AGE

### National Sample

(Data used is based upon men, since the sample is based upon 23 men and 1 woman.)

<u>Age</u>	<u>All Institutions</u>	<u>Liberal Arts Colleges</u>	<u>Christian Colleges</u>
20-29	3	2	12
30-39	32	34	32
40-49	37	38	28
50-59	23	21	20
60-69	5	5	0
70 plus	0	0	0

Figures in percent, rounded to the nearest whole; National data (1962-63) from Ayers, et al.<sup>7</sup>

All institutions - - - Median age: 44      Christian Colleges: Median Age: 40

Private Institutions - Median age: 44

## PERCENTILES

	<u>10th</u>	<u>90th</u>
All Institutions	32	58
Public	33	59
Private	32	58
Christian Colleges	29	54

(Figures represent ages at given percentiles.)

7 Ibid

TABLE 4  
COMPARISONS, STUDY GROUP/NATIONAL SAMPLE  
DEAN OF STUDENTS  
D E G R E E S

<u>Degrees</u>	<u>Total</u>	<u>Liberal Arts College</u>
All Institutions (Universities, teachers' colleges, liberal arts colleges, junior colleges)		
Doctorate	38	40
Master's	55	52
Bachelor's	7	7
Public Institutions		
Doctorate	42	62
Master's	54	38
Bachelor's	5	--
Private Institutions		
Doctorate	34	37
Master's	56	55
Bachelor's	9	8
Christian Colleges		
Doctorate	--	43
Master's	--	52
Bachelor of Divinity	--	4
Bachelor's	--	--

Figures in per cent, National data (1962-63) from Ayers, et al<sup>8</sup>

8

Ibid.

The most outstanding feature noted, when the national sample is examined for membership in professional organizations, is lack of affiliation by a large number of individuals. Over 25% belong to no professional organization directly related to their work. The deans from Christian colleges are more likely to be involved in professional organizations. About 56% belong to two or more organizations as compared to the national sample of 42% with two or more memberships. Only 8% of the Christian college sample belong to no related professional organization (Table 5). The most common organizational affiliation for both national and Christian samples was the American Personnel and Guidance Association with memberships of 36% and 68% respectively. Christian college deans also are represented by a larger proportion of membership in both the American College Personnel Association and the National Association of Student Personnel Administrators. The diversity of memberships among Christian deans is demonstrated in Table 6

Both the national study and this one disclosed that over half of the respective samples have held their positions as dean for less than five years (Table 7). The average length of experience of the chief student services officer falls in the 2-4 year interval for both samples. More than 25% of the national sample moved from the teaching faculty to their current administrative position. Almost all of the deans of Christian colleges have experience in administration, teaching, and counseling. They report means of 9.5 years teaching (three individuals with no teaching experience), 7.5 years administration (all individuals reported administrative experience), and 6.0 years counseling (13 of 23 have counseling experience). In most cases, they have performed at least two of the aforementioned functions concurrently (Table 8).

TABLE 5  
COMPARISONS, STUDY GROUP/NATIONAL SAMPLE  
DEAN OF STUDENTS

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

<u>Organization</u>	<u>All Institutions</u>	<u>Liberal Arts Colleges</u>	<u>Christian College</u>
None	27	25	8
Amer. Assoc. College Regis- trar & Admissions Office	19	14	0
Amer. College Pers. Assoc.	29	26	40*
Amer. Pers. Guid. Assoc.	36	33	68*
Amer. Psych. Assoc.	8	9	4
Nat'l. Assoc. Stud. Pers. Admin.	24	25	28

Figures in per cent, National Data (1962-63) from Ayers, et al<sup>9</sup>

Number of Memberships in  
National Personnel or Related Organizations

<u>Number of Memberships</u>	<u>All Institutions</u>	<u>Liberal Arts Colleges</u>	<u>Christian College</u>
None	27	25	8
1	30	34	28
2	19	19	16
3 or more	25	23	40

National Data (1962-63), percentages all rounded, from Ayers, et al

<sup>9</sup>

Ibid.

\*APGA and ACPA overlap, with the latter being a division of the former, hence percentages come to greater than 100%

TABLE 6  
PUBLICATIONS and MEMBERSHIPS

<u>Dean of Students</u>	<u>Publications</u>	<u>Memberships in Professional Organizations</u>
1	None	NASPA, AFGA (ACPA, NVGA), NEA, AAHE
2	Articles, Script. Press	CTA, NSSA-DLE, SCYW
3	None	APGA (ACPA), NASPA, ACU-1, Regnl. Pers. Assoc.
4	Amer. J. Socio. 1953	Amer. Socio. Assn., Amer. Coun. Fam. Rel., NEA, Regnl. Socio. Assn., Regnl. Assoc. Pers. Admin.
5	Articles Relig. Mag.	APGA, Amer. Phil. Assoc., Evang. Theol. Soc., State Psych. Assoc.
6	None	APGA (ACPA), Amer. Socio. Assn., Rel. Educ. Assoc., ACDAM
7	None	NEA, APGA (ACPA), AHEA
8	----	-----
9	Sermon in Anthology '47 Devotional Articles '59	APGA, Amer. Assoc. Marriage Coun., Kappa Delta Pi
10	Many in history	Amer. Hist. Assoc., NASPA, Renaiss. Soc. of Amer.
11	None	APGA (ACPA), Evang. Theol. Soc., St. Assoc. Stud. Pers., Nat. Assoc. Forgn. Stud. Advisors
12	----	-----
13	----	-----
14	None	APGA (ACPA), NASPA, Phi Delta Kappa, AAHE
15	None	NEA, AAHE, ICPA
16	None	State Assoc. Pers. Guid. Assoc., St. Assoc. Women Deans & Counselors, APGA
17	----	-----
18	----	-----
19	----	-----
20	None	APGA (ACPA)
21	----	-----
22	----	-----
23	Articles, Speech Jrnls., Many church publications	Western Spch., Spch. Assoc. of Amer., Col. Stud. Pers. Ins.
24	Book-Achv. & Apt., Papers	APGA (ACPA, NUGA), NEA, Nat. Sci. Tch. Assn., AAHE, Amer. Sci. Afil., Amer. Acad. Pol. Soc. Sci.
25	None	NASPA, APGA (ACPA)
26	Research Report '65 Chapter in book	Amer. Psych. Assoc. (Cnslg.), APGA, NASPA, Nat'l. Soc. Study of Educ.
27	None	APGA (ACPA), NASPA, CAPS
28	None	APGA (NUGA), ACUHO, Phi Delta Kappa, St. Pers. Guid. Assoc.
29	None	NASPA
30	None	APGA, NASPA, St. Pers. Guid. Assn., High. Educ. Assn.
31	None	Amer. Psych. Assoc. (Cnslg.), APGA, (ACPA, NUGA, AMEG)

APGA-American Personnel and Guidance Association (17 members)

ACPA-a division of APGA, American College Personnel Association (10 members)

NASPA-National Association of Student Personnel Administrators (7 members)

TABLE 7  
COMPARISONS, STUDY GROUP/NATIONAL SAMPLE  
Dean of Students

YEARS FULL-TIME EXPERIENCE  
AS DEAN

All Institutions		Total Years	Liberal Arts Colleges	Christian Colleges
Years		Years	Years	Years
0		12	10	20
1		20	21	4
2-4		25	23	28
5-9		26	29	28
10-14		10	9	12
15 or more		8	8	0

  

Public - Years		
Years	Total	Liberal Arts
0	13	0
1	17	12
2-4	25	24
5-9	24	44
10-14	13	9
15 or more	8	12

  

Private - Years		
Years	Total	Liberal Arts
0	11	11
1	23	23
2-4	25	23
5-9	27	27
10-14	8	9
15 plus	7	7

Figures in rounded percentages, National Date (1962-63), from Ayers, et al.

TABLE 8  
E X P E R I E N C E  
DEANS OF STUDENTS/CHRISTIAN COLLEGES

<u>Dean of Students</u>	<u>Experience</u>	<u>Years of Present Position</u>	<u>Years present position -current institution</u>
1	T/A-14	12	12
2	C-7, A-3	* 1	* 1
3	T-1, A-4	* 1	* 1
4	T-14, A-13½	13½	13½
5	T-20, A-16	9	9
6	T-1, C-3, A-3	* 1	* 1
7	T-18, C/A-13	13	13
8	-----	--	--
9	T-4, Ministry-18, C/A-6	6	6
10	T-13, A-1	* 1	* 1
11	T/A-9, Ministry-8	9	9
12	-----	--	--
13	-----	--	--
14	A-7	2	2
15	T/C/A-9	9	9
16	C-20, A-15	7	7
17	-----	--	--
18	-----	--	--
19	-----	--	--
20	T-17, A-10	* 1	* 1
21	-----	--	--
22	-----	--	--
23	C/T-20, A-11	9	9
24	T-9½, A-2	3	3
25	T-2, C-4, A-6	2	2
26	T-21, C-11, A-8	3	3
27	T-8, C-4, A-2	1	1
28	T-3, C-5, A-5	2	2
29	T-5, C-5, A-5	3	3
30	T-10, C/A-10	8	* 1
31	T/C/A-19	9	6

T--Teaching  
C--Counseling  
A--Administration

All units indicated in years

New at their Institution  
New to position  
Only 3/23 without some  
teaching experience

\* first year in this position

The deans of students at Christian colleges are responsible for a wide variety of services (Table 9). Most have regular in-service training programs (77%), with thirteen of the responding twenty-two institutions utilizing a training manual for their staff. Three institutions are in the process of developing such a manual (Table 10).

Most of the deans have the power to suspend students (77%, two institutions require the President's approval), 50% of the deans indicate that they have the power to dismiss from their respective colleges on their own volition (two more institutions may do this with additional approval). Sixteen deans indicate that they possess the authority to place a student on non-academic probation (one requires presidential approval). Five of the deans indicate that they lack authority to suspend, dismiss, or place on non-academic probation. In these five cases, the authority for such actions rests with a committee. Even when the deans possess authority to dismiss, suspend, or place on probation, an advisory committee most often exists, which the dean may utilize at his discretion (Table 11).

The most common enforcement technique is the imposition of fines (75%). Letters of reprimand, counseling, and loss of privileges, as well as campus work are also utilized (Table 12). If the situation merits, dismissal, suspension, and probation are utilized.

Student services within the Christian college are most often scattered throughout different buildings. Over 75% have a centralized record system (Table 13).

Chapel services are compulsory in all but two of the responding institutions. The number of days required per week range from two to five. The length of the Chapel service varies from 20 minutes to 50 minutes. All institutions requiring Chapel make provision for "cuts". These range from 3-16 per semester. The typical Chapel program consists of three meetings per week for about 35 minutes (Table 14).

TABLE 9  
PERSONNEL RESPONSIBLE TO DEANS OF STUDENTS

Deans of Students	11	Assoc	Dean	17	Dean-Women	17	Dean-Men	15	Dir-Counseling	13	Dir-Stud. Employ.	12	Dir-Fin Aids	21	Medical Personnel	6	Dir-Food Service	22	Head Resident	9	Grad Placement	17	Dir-Housing	5	Dir-Stud. Accts.	2	Dir-Admissions	1	Dir-Security	8	Dir-Christ. Serv.	7	Dir-Athletics	4	Dir-Foreign Stud. Advisor	3	Campus Hostess									
1		X			X	X			X	X	X				X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
2			X			X			X		X				X				X		X		X																							
3				X			X				X																																			
4					X						X																																			
5						X						X																																		
6							X						X																																	
7								X						X																																
8									X						X																															
9										X						X																														
10											X							X																												
11												X							X																											
12													X							X																										
13													X								X																									
14														X								X																								
15														X									X																							
16															X									X																						
17																X									X																					
18																	X									X																				
19																		X									X																			
20																			X									X																		
21																				X										X																
22																					X											X														
23																						X												X												
24																							X																							
25																								X																						
26																									X																					
27																										X																				
28																											X																			
29																												X																		
30																													X																	
31																														X																

TABLE 10  
TRAINING PROGRAM

<u>Deans</u>	<u>Regular Staff</u> <u>In-service Training</u>	<u>Training Manual</u>	<u>Annual Report</u> <u>to Superior</u>
1	Yes--reading, monthly training sessions	No	No
2	Yes--reading, weekly sessions	No*	Yes
3	Yes--monthly training sessions	Yes	Yes
4	Yes--reading, monthly training sessions	No	No
5	No	No	Yes
6	Yes--reading, monthly training sessions	No*	Yes
7	Yes--reading	No*	Yes
8	-----	--	--
9	No	Yes	Yes
10	No	Yes	Yes
11	Yes--reading	Yes	Yes
12	-----	--	--
13	-----	--	--
14	*Yes--reading (Res. Hall Staff) twice monthly	Yes	Yes
15	Yes--reading, monthly training sessions	Yes	Yes
16	Yes--reading	Yes	Yes
17	-----	--	--
18	-----	--	--
19	-----	--	--
20	Yes--reading (suggested)	Yes	Yes
21	-----	--	--
22	-----	--	--
23	Yes--reading	Yes	No
24	Yes	Yes	Yes
25	Yes--monthly training sessions	No	Yes
26	Yes--reading	No	Yes
27	Yes--reading	Yes	Yes
28	Yes--monthly training sessions	Yes	Yes
29	Yes--weekly meetings	Yes	Yes
30	No	No	Yes
31	No	No	Yes

Regular staff in-service training - 17/22 - 77%

Training Manual with three in process - 13/22 - 59%

Annual report to superior - 20/22 - 90%

\*In Process

TABLE 11  
AUTHORITY OF DEANS

<u>Insti- tution</u>	<u>Suspend</u>	<u>Dismiss</u>	<u>Probation</u>	<u>(None of these)</u>	<u>Powers are vested in a committee</u>
1	X		X		F-1, S-1, A-2
2	X	X	X		F-6, A-1 <sup>13</sup>
3	X	X	X		F-4, S-4, A-1
4				X	F-4, A-6
5	X	X	X		F-5, S-5
6	X	X	X		F-5, S-2, A-3 <sup>13</sup>
7	X	X	X		F-2, S-1, A-3
8	--	--	--	--	-----
9	X <sup>11</sup>	X <sup>11</sup>	X <sup>11</sup>		S-9 (elected) <sup>13</sup>
10				X	F-6, S-6, A-1
11				X	F-2, S-3, A-1
12	--	--	--	--	-----
13	--	--	--	--	-----
14	X	X	X		None
15	X	X	X		F, S, A(numbers unspecified)
16				X	F-3, S-1, A-4
17	--	--	--	--	-----
18	--	--	--	--	-----
19	X	X			F-4, S-1, A-2
20	X				F-4, S-4, A-1
21	--	--	--	--	-----
22	--	--	--	--	-----
23	X <sup>11</sup>		X		F-8, S-3, A-1
24	X				F, A (number unspecified)
25			X		F-2, A-1 <sup>11</sup>
26	X	X <sup>12</sup>	X		F-4, S-4, A-1
27	X	X	X		Student Personnel Staff makes group decision
28			X		F-6, A-1
29	X	X	X		F-5, S-6, A-1
30	X	X	X		None
31				X	F-3, S-4
	<u>17 (15)</u>	<u>13 (11)</u>	<u>16</u>	<u>5</u>	

F-Faculty  
S-Students  
A-Administration

<sup>11</sup>With President's approval  
<sup>12</sup>Committee approval required  
<sup>13</sup>Advisory capacity

TABLE 12  
ENFORCEMENT OF RULES

The following methods of enforcement are utilized:

<u>Institution</u>	<u>Fines</u>	<u>Campus Work</u>	<u>Letters of Reprimand</u>	<u>Other</u>
1	X	X	X	Loss of privileges
2	X			Student Court
3				Discipline up to suspension
4	X		X	Loss of privileges
5	X		X	
6	X			Conference--suspension, dismissal
7	X	X	X	Point system
8	--	--	--	-----
9	X			Short-term suspension
10	X		X	Suspension
11	X		X	Probation, counseling
12	--	--	--	-----
13	--	--	--	-----
14			X	Probation
15	X			Probation, counseling
16	X		X	
17	--	--	--	-----
18	--	--	--	-----
19	X	X	X	
20				Probation
21	--	--	--	-----
22	--	--	--	-----
23	X		X	Counseling
24	X		X	
25	X	X		
26	X		X	Probation
27			X	
28	X	X		Suspension, probation, dismissal
29	--	--	--	-----
30				Counseling
31	X			Points system leading to probation
	<u>18</u>	<u>5</u>	<u>13</u>	

TABLE 13

HOUSING/RECORDS

<u>Institution</u>	<u>Student Service Housed</u>	<u>Centralized Records</u>
1	Administration Building	Yes
2	Own Building	Yes
3	Own (except activities personnel)	Yes
4	Scattered	Yes
5	Scattered	Yes
6	Scattered	No
7	Administration Building	Yes
8	-----	---
9	Administration Building	Yes
10	Scattered	No
11	Administration Building	Yes
12	-----	---
13	-----	---
14	Scattered	No
15	Scattered	Yes
16	Scattered	No
17	-----	---
18	-----	---
19	-----	---
20	Administration Building	Yes
21	-----	---
22	-----	---
23	Administration (except health service)	Yes
24	Scattered	Yes
25	Scattered	Yes
26	Scattered	No
27	Scattered	Yes
28	Own Residence (Residence Hall)	Yes
29	Scattered	Yes
30	Administration Building	Yes
31	Scattered	Yes
Administration-6		Centralized Records
Scattered	-13	Yes 18
Own	-4	No 5

TABLE 14C H A P E L

<u>Institution</u>	<u>Chapel Required</u>	<u>No. times weekly</u>	<u>Length of Chapel</u>	<u>Number of cuts allowed semester</u>
1	Yes	2	45 min.	4
2	Yes	3	45	16
3	Yes	2	40	6
4	Yes	3	35	6
5	No	--	35	0 (Chapel not required, but expected)
6	Yes	5	30	9 (graduated scale)
7	Yes	2	50	6
8	---	--	--	--
9	No			
10	Yes	2	20	6
11	Yes	5	40	8-12 (graduated scale)
12	---	--	--	--
13	---	--	--	--
14	Yes	3	30	8
15	Yes	5	30	3
16	Yes	3	40	4
17	---	--	--	--
18	---	--	--	--
19	Yes	5	35	6
20	Yes	3		6
21	---	--	--	--
22	---	--	--	--
23	Yes	3	--	5 (quarter)
24	Yes	2	50	--
25	Yes	2	40	5
26	Yes	5	30	10 (quarter)
27	Yes	3	40	3
28	Yes	4	30	7
29	Yes	5	30	7 (quarter)
30	Yes	5	35	13
31	Yes	2	30	

Mean number per week required - 3  
 Mean time per chapel - 34 minutes

There is great consistency among the institutions of the sample, in so far as prohibited behavior on the part of students is concerned. Almost all of the institutions prohibit drinking, smoking, dancing, and gambling. Only 25% have regulations prohibiting movies. The use of drugs is prohibited by regulation in 25% of the sample. A little over half of the sample (14/24) require signed pledges by their students to demonstrate intent to abide with the rules and regulations of the college. (Table 15)

When asked to select the leading ten Christian liberal arts colleges in the United States, 25% of the deans who participated in the study indicated that they felt such a task was impossible, or that they did not feel qualified to make such a judgment. With just one exception, each dean, who selected the ten leading Christian colleges, included his own institution in this select group. Wheaton College was selected for the top ten colleges by each individual participating on this question. Those institutions receiving votes by more than half of the participating sample included: Westmont College (13), Taylor University (12), and Seattle Pacific College (11). Other institutions mentioned most often include: Gordon College (8), Houghton College (7), Earlham College (6), Bethel College in St. Paul (6), Bob Jones University (6), Biola College (5), Olivet Nazarene (5), and University of Redlands (5). (Table 16)

The most common criteria for rating the institutions included: "long established reputation..." (14), "First hand contact with the institution and others for comparison purposes" (12), "strength of faculty" (11), and "general reputation..." (11). (Table 16)

TABLE 15  
PROHIBITIONS/PLEDGES

<u>Institution</u>	<u>Movies</u>	<u>Dancing</u>	<u>Gambling</u>	<u>Drinking</u>	<u>Smoking</u>	<u>Other</u>	<u>Signed Pledge Required</u>
1		X <sup>15</sup>	X	X	X <sup>15</sup>		No
2		X	X	X	X	Cheating	Yes
3		X	X	X	X	Drugs	No
4	X	X	X	X	X	Drugs	Yes
5			X	X	X	Drugs	No
6	X	X	X	X	X		Yes
7		X	X	X	X		No
8	--	--	--	--	--	-----	--
9		X <sup>16</sup>	X	X <sup>15</sup>			No
10		X <sup>16</sup>					No
11	X	X	X	X	X	Extreme Fashions Drugs	No
12	--	--	--	--	--	-----	--
13	--	--	--	--	--	-----	--
14		X		X	X	Profane Language	No
15	X	X	X	X	X	Drugs Pornographic lit.	Yes
16		X	X	X	X	Drugs	Yes
17	--	--	--	--	--	-----	--
18	--	--	--	--	--	-----	--
19	X	X	X	X	X	Theatre	Yes
20		X		X	X		Yes
21	--	--	--	--	--	-----	--
22	--	--	--	--	--	-----	--
23	X	X	X	X	X		Yes
24		X	X	X	X		Yes
25		X	X	X	X	Drugs	Yes
26		X <sup>17</sup>	X	X	X		Yes
27		X	X	X	X		Yes
28		X		X	X		No
29		X	X	X	X		Yes
30		X	X	X	X		Yes
31			X	X	X		No
	6	21 (19)	20	23 (22)	22 (21)		
							Signed Pledge - 14 required

<sup>15</sup>on campus

<sup>16</sup>"social" dancing

<sup>17</sup>in college connected activities

TABLE 16  
RANKING OF CHRISTIAN LIBERAL ARTS COLLEGES<sup>18</sup>

<u>Institution</u>	<u>Votes for inclusion in top ten</u>
1. Wheaton College	18
2. Westmont College	13
3. Taylor University	12
4. Seattle Pacific College	11
5. Gordon College	8
6. Houghton College	7
7. Earlham College	6
8. Bethel College (St. Paul)	6
9. Bob Jones University	6
10. Biola, Olivet Nazarene, University of Redlands	5

Criteria for ranking as indicated by respondents (using top three reasons only)

"Long established reputation for all around excellence"	14
"First hand contact with the institutions and others for comparison purposes"	12
"Strength of the faculty"	11
"General reputation among my colleagues and denomination"	11
"Broad range of majors and special programs"	5
"Other--quality of Alumni"	1

18

Ranking based upon responses of 18 institutions; 6 chose not to participate on this question.

SUMMARY:

Based upon this study of Christian liberal arts colleges (accredited, median enrollment 1000, with a broad based constituency), the following picture of the typical Dean of Students emerges. The Dean of Students is a forty-year-old man, has a master's degree (43% hold doctorates), belongs to the American Personnel and Guidance Association (68%), and perhaps the American College Personnel (40%; about 56% belong to 3 or more professional organizations). He began his educational career with the teaching faculty and has over nine years experience as a professor. Along the way, he has gained over seven years administrative experience, and is likely to have about six years experience in counseling. Most often, he has combined these areas of experience, performing two or perhaps three at one time.

Less than half of the deans feel that research is an important function of their position (40%). Less than half have published original research or writings (43%). Most deans have the authority to suspend students (77%). About half may dismiss students from their institution.

Remuneration for their work includes a minimum salary of \$9,000 with a maximum of \$15,000<sup>19</sup> (median figures; mean figure; minimum \$9,500; maximum \$14,500). (Table 17) Most also receive TIAA/CREF and medical benefits. Several also receive life insurance.

Most deans have an active in-service training program for their respective staffs (77%). To implement rules and regulations, the most common technique is the fine system (75%).

The colleges which received a consensus for inclusion in the list of leading Christian colleges were: Wheaton (which received each respondent's

vote), Westmont, Taylor, and Seattle Pacific.

When compared to Deans of Students in general, at institutions of higher learning, the Christian college dean is younger (40 vice 44), more likely to be a man (23:1 vice 4:1), and more likely to have had teaching experience. Both groups are likely to have held their positions for less than five years.

Of those deans participating in this study, 70% would be interested in a data pool on students in institutions similar to their own. An even greater number indicated an interest in a strong professional organization of deans from similar colleges (85%) Table 18.

---

<sup>19</sup>For private institutions of enrollments of 1,000 and over, 141 institutions reporting, the 1967-68 median salary for Deans of Students was \$12,500.

Salaries in Higher Education, 1967-68 (Research Report), National Education Association.

TABLE 17  
BENEFITS AND SALARY LIMITS

S a l a r y

<u>Institution</u>	<u>Minimum</u>	<u>Maximum</u>	<u>TIAA/CREF</u>	<u>Medical</u>	<u>Other</u>
1	-----	14,500	X	X	Life Insurance
2	8,000	12,000			
3	9,000	13,000	X	X	
4	10,000	13,000			
5	-----	-----		X	Institution Retirement
6	10,000	13,000	X	X	
7	7,000	15,000		X	
8	-----	-----	---	---	-----
9	10,000	16,000	X	X	Retirement
10	9,000	17,500	X	X	
11	8,000	12,000		X	Retirement
12	-----	-----	---	---	-----
13	-----	-----	---	---	-----
14	-----	-----		X	Life Insurance
15	-----	12,000		X	Retirement
16	-----	-----	X	X	
17	-----	-----		X	Life Insurance
18	-----	-----	---	---	-----
19	-----	-----	---	---	-----
20	-----	15,000	X	X	
21	-----	-----	---	---	-----
22	-----	-----	---	---	-----
23	-----	-----	X	X	
24	11,000	15,000	X	X	
25	8,500	-----	X	X	
26	8,000	15,000	X	X	Life Insurance
27	-----	-----	X	X	Life Insurance
28	-----	-----		X	Life Insurance, Car
29	13,500	15,500	X	X	
30	14,000	16,000	X	X	
31	-----	-----	X	X	
	Mean	\$9,500		\$14,500	
	Median	\$9,000		\$15,000	

TABLE 18  
DATA POOL/ORGANIZATION

	<u>Interested in Data Pool</u>	<u>Interested in SP organ.</u>	<u>Research Important Function</u>	<u>Last Topic</u>	<u>Current Topic</u>
1	No	Yes	No		
2	Yes	Yes	Yes	Counseling	Student Personnel
3	Yes	No	Yes	Student Development	Student Housing
4	Yes	Yes	No		
5	Yes	Yes	Yes	10-yr. discip. cases	Life Style
6	Yes	Yes	Yes	Counseling	Student Personnel Services-Christ. Colleges
7	Yes	Yes	No		
8	---	---	---	-----	-----
9	No	Yes	No		
10	No	No	No		
11	No	Yes	No	New Student Orientation Christian Colleges	
12	---	---	---	-----	-----
13	---	---	---	-----	-----
14	Yes	No	No	-----	-----
15	---	---	---	-----	-----
16	Yes	Yes	Yes		Health Service/ similar campuses
17	---	---	---	-----	-----
18	---	---	---	-----	-----
19	---	---	---	-----	-----
20			No		
21	---	---	---	-----	-----
22	---	---	---	-----	-----
23	No	Yes	Yes	Change to Qtr. Syst. Res. Hall Reaction	Due Process
24	Yes	Yes	Yes	Testing	Orientation
25	Yes	Yes	No		
26	Yes	Yes	No	Environment of own college	Retention at own college
27			No		
28	Yes	Yes	Yes		
29	No	Yes	No		
30	Yes	Yes			
31	Yes	Yes			

Interested in Data Pool: 14/20

Interested in Organization: 17/20

Research important: 8/20

STUDENT PERSONNEL QUESTIONNAIRE

1. Title: Dean of Students \_\_\_\_\_ Director of Student Personnel Services \_\_\_\_\_  
Director of Student Affairs \_\_\_\_\_ Other ( \_\_\_\_\_ ) \_\_\_\_\_
2. Name of School \_\_\_\_\_ Enrollment \_\_\_\_\_
3. Salary scale minimum for your position \_\_\_\_\_ maximum \_\_\_\_\_  
Additional benefits: TIAA/CREF \_\_\_\_\_ Medical \_\_\_\_\_  
Other ( \_\_\_\_\_ ) \_\_\_\_\_

4. Educational background:

<u>Degree</u>	<u>Major</u>	<u>Date earned</u>	<u>College or University</u>
B.A.	_____	_____	_____
M.A. or	_____	_____	_____
Ph.D or	_____	_____	_____

5. Experience

Teaching	_____ years	Years in present position	_____
Counseling	_____ years	Years in present position	_____
Administration	_____ years	at current school	_____

6. Age \_\_\_\_\_ Sex \_\_\_\_\_ Married \_\_\_\_\_ Single \_\_\_\_\_

7. Publications (books, journal articles, magazine articles):

<u>Books</u>	<u>Date</u>	<u>Journals</u>	<u>Date</u>	<u>Other</u>	<u>Date</u>
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

8. Member of the following professional organizations:

\_\_\_\_\_

\_\_\_\_\_

9. I read the following journals on a regular basis:

\_\_\_\_\_

\_\_\_\_\_

10. I subscribe to the following journals:

\_\_\_\_\_

\_\_\_\_\_

## Student Personnel Questionnaire

11. Report directly to:

Dean of the College \_\_\_\_\_  
Other ( \_\_\_\_\_ ) \_\_\_\_\_

President of the College \_\_\_\_\_

12. Duration of contract:

12 month \_\_\_\_\_  
10 month \_\_\_\_\_  
9 month \_\_\_\_\_  
Other ( \_\_\_\_\_ ) \_\_\_\_\_

13. The following staff are responsible to the Dean of Students:

Associate Dean of Students	_____	Director of Financial Aids	_____
Dean of Women	_____	Medical personnel	_____
Dean of Men	_____	Director Food Services	_____
Director of Counseling	_____	Head Residents	_____
Student Employment	_____	Graduate Placement	_____
Other	_____	Director of Housing	_____
Other	_____	Other	_____

14. Did the Dean of Students serve in one of these (No. 13) positions prior to appointment as Dean? Yes \_\_\_\_\_ No \_\_\_\_\_ Position \_\_\_\_\_

15. Is there an in-service training program for student personnel staff?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Monthly training sessions required  
Reading \_\_\_\_\_ Other ( \_\_\_\_\_ )

16. Do you have a training manual for staff members? Yes \_\_\_\_\_ No \_\_\_\_\_

17. Do you require monthly \_\_\_\_\_ weekly \_\_\_\_\_ other ( \_\_\_\_\_ ) \_\_\_\_\_ reports from staff members in various areas? Yes \_\_\_\_\_ No \_\_\_\_\_

18. Do you make an annual report to your superior? Yes \_\_\_\_\_ No \_\_\_\_\_

19. Is there a centralized student record service including grades, applications, letters of recommendation, etc.? Yes \_\_\_\_\_ No \_\_\_\_\_

20. Student personnel services are:

\_\_\_\_\_ Housed in building of our own  
\_\_\_\_\_ Housed in our own building except for \_\_\_\_\_  
\_\_\_\_\_ Located in Administration Building  
\_\_\_\_\_ Scattered in different buildings

THANK YOU FOR YOUR ASSISTANCE!



## Student Personnel Questionnaire

8. Do you as Dean of Students have the power to

Suspend       Put on non-academic probation  
 Dismiss       Put on academic probation  
       None of these

9. Is the power to dismiss or suspend a student vested in a committee? \_\_\_\_\_  
If so, what is the composition of this committee?

Total number of members \_\_\_\_\_ Faculty \_\_\_\_\_ Administration \_\_\_\_\_  
Students \_\_\_\_\_

11. Entrance test utilized:

S.A.T.      A.C.T.      S.C.A.T.      OTHER ( \_\_\_\_\_ )

12. Percentage of graduates who go on to graduate school \_\_\_\_\_ seminary \_\_\_\_\_

13. I would be interested in an organization that made available a data pool on students in Christian liberal arts college: Yes No

14. I would be interested in a strong professional organization of student personnel workers from institutions similar to my own: Yes  No

15. Chapel attendance is required: Yes \_\_\_\_\_ No \_\_\_\_\_

1 2 3 4 5 days a week. Students are allowed        cuts a semester.

### Length of chapel service

16. To enforce rules and regulations a system of

fines   campus work   letters of   other ( \_\_\_\_\_ ) is utilized.

THANK YOU FOR YOUR ASSISTANCE!

CHRISTIAN LIBERAL ARTS COLLEGES

Anderson College  
Anderson, Indiana

Arkansas College  
Batesville, Arkansas

Aurora College  
Aurora, Illinois

Azusa Pacific College  
Azusa, California

Barrington College  
Barrington, Rhode Island

Belmont College  
Nashville, Tennessee

Bethany Nazarene  
Bethany, Oklahoma

Bethel College  
Mishawaka, Indiana

Bethel College  
North Newton, Kansas

Bethel College  
St. Paul, Minnesota

Biola College  
La Mirada, California

Bridgewater College  
Bridgewater, Virginia

John Brown University  
Siloam Springs, Arkansas

Bryan College  
Dayton, Tennessee

California Baptist College  
Riverside, California

California Lutheran  
Thousand Oaks, California

Calvin College  
Grand Rapids, Michigan

Carson-Newman College  
Jefferson City, Tennessee

Cedarville College  
Cedarville, Ohio

Central College  
Pella, Iowa

Central College  
McPherson, Kansas

Central Wesleyan  
Central, South Carolina

Clearwater Christian College  
Clearwater, Florida

Concordia Teachers College  
Seward, Nebraska

Covenant College  
Lookout Mountain, Tennessee

Earlham College  
Richmond, Indiana

Eastern Baptist College  
St. Davids, Pennsylvania

Eastern Mennonite  
Harrisonburg, Virginia

Erskine College  
Due West, South Carolina

Evangel College of the Assembly of God  
Springfield, Missouri

George Fox College  
Newburg, Oregon

Geneva College  
Beaver Falls, Pennsylvania

Georgetown College Georgetown, Kentucky	Dr. Martin Luther College New Ulm, Minnesota
Gordon College Wenham, Massachusetts	Malone College Canton, Ohio
Goshen College Goshen, Indiana	Manchester College North Manchester, Indiana
Grace College Winona Lake, Indiana	Marion College Marion, Indiana
Grand Canyon College Phoenix, Arizona	Messiah College Grantham, Pennsylvania
Greenville College Greenville, Illinois	Miltonvale Wesleyan Miltonvale, Kansas
Hardin-Simmons University Abilene, Texas	Mississippi College Clinton, Mississippi
Houghton College Houghton, New York	North Park College Chicago, Illinois
Houston Baptist College Houston, Texas	Northwest College Orange City, Iowa
Huntington College Huntington, Indiana	Oklahoma Baptist University Shawnee, Oklahoma
Bob Jones University Greenville, South Carolina	Oklahoma City Southwestern College Oklahoma City, Oklahoma
Judson Baptist College Portland, Oregon	Olivet Nazarene Kankakee, Illinois
Judson College Elgin, Illinois	Otterbein College Westerville, Ohio
Kentucky Southern College Louisville, Kentucky	Owosso College Owosso, Michigan
The King's College Briarcliff Manor, New York	Pacific College Fresno, California
Le Tourneau College Longview, Texas	Pacific Lutheran University Tacoma, Washington
Livingstone College Salisbury, North Carolina	Pasadena College Pasadena, California
Luther College Decorah, Iowa	Howard Payne College Brownwood, Texas

William Penn College  
Oskaloosa, Iowa

Pepperdine College  
Los Angeles, California

Pfeiffer College  
Misenheimer, North Carolina

Pikeville College  
Pikeville, Kentucky

Oral Roberts University  
Tulsa, Oklahoma

Roberts Wesleyan  
North Chili, New York

Seattle Pacific  
Seattle, Washington

Sioux Falls College  
Sioux Falls, South Dakota

Southeastern Christian College  
Winchester, Kentucky

Southern California  
Costa Mesa, California

Southwestern College  
Winfield, Kansas

Spring Arbor College  
Spring Arbor, Michigan

Sterling College  
Sterling, Kansas

Tabor College  
Hillsboro, Kansas

Taylor University  
Upland, Indiana

Tennessee Temple  
Chattanooga, Tennessee

Texas Lutheran College  
Seguin, Texas

Trevecca Nazarene  
Nashville, Tennessee

Trinity Christian College  
Palos Heights, Illinois

Trinity College  
Deerfield, Illinois

Union University  
Jackson, Tennessee

University of Redlands  
Redlands, California

Warner Pacific College  
Portland, Oregon

Wayland Baptist College  
Plainview, Texas

Westmont College  
Santa Barbara, California

Wheaton College  
Wheaton, Illinois

Whitworth College  
Spokane, Washington

Wittenberg University  
Springfield, Ohio

APPENDIX

1. Letter to the Dean of Students at selected Christian liberal arts colleges seeking his participation in this study.
2. Student personnel questionnaire.
3. Partial listing of Christian liberal arts colleges.